March 2008

Dear Scholarship Recipient, (personalized with name)

This year marks the 13th anniversary of the ZAMI Audre Lorde Scholarship Fund. Founded in 1995, the Fund awarded its first two scholarships in 1997 to African American lesbians attending schools in Atlanta. Since then, the Scholarship Fund has continuously expanded its eligibility criteria; first by geographic region, then by gender to include all lesbians and gay men of color. And just this year we expanded the Fund once again to include the bisexual and transgendered population.

This year's financial support will range from $1000 to $3000 and is made possible by donations from the lesbian, gay, bisexual, and transgender community as well as heterosexual allies. Since its inception, all scholarships have been named after members of the lesbian and gay community. This year, awards will also be named for bisexual and transgender individuals as well as allies.

ZAMI continues to evolve and recreate itself in a continuing quest to remain relevant in the communities that we serve. (I like just evolve—omit and recreate—too wordy)

As a former scholarship recipient myself, I certainly share your pride and sense of accomplishment in having received one of these highly coveted awards. When I received my award in 2001, I was determined to become more involved with this organization and to give of my time and resources. Since that time I have served as an active board member, scholarship donor and general supporter of this great organization.

There are many instances where former scholars have become actively involved, donating their time, energy and resources in an effort to support this grassroots organization. (specific details)

I am writing today to offer you that same opportunity. Many of you may be thinking; "I can't afford to donate a scholarship." And that is certainly understandable; however allow me to plant this seed…

Helen Keller once said, "I am only one, but I am one. I can't do everything; but I can do something. And what I can do; I ought to. And what I ought to do; I will do. I am only one; but I am one." I cordially invite you to donate something; any amount will help us to continue this important work of granting scholarships to other deserving college students.

Please visit our website at www.zami.org to donate through our PayPal site or you may send a check payable to ZAMI to our P.O. Box 2502, Decatur, GA 30031.

Thank you in advance for your generous donation.

Sincerely,

Miya Binta
ZAMI Board Secretary
2001 Audre Lorde Scholarship Recipient

DRAFT

Gmail by Google BETA

MaryAnne Adams <madam04@gmail.com>

[ZAMI_Group] List of Scholars with Locations

Beryl Jackson <nappybj@gmail.com> **Mon, Jun 9, 2008 at 4:37 PM**
Reply-To: ZAMI_Group@yahoogroups.com
To: ZAMI_Group@yahoogroups.com

Thanks Miya, but I know this person isn't flying from West Afica, where are they state side?

On 6/9/08, **mtbinta2005** <mtbinta2005@yahoo.com> wrote:

> Here is the list of scholars with their location. This list contains 7
> females and 4 males. I don't have an application for Tyaire in front of
> me. I will add that location hopefully by close of business today.
>
> 1. Tyaire Wilkerson – no application in hand
> 2. Leicque Doanes – Atlanta area
> 3. Loc Vu - San Jose, CA
> 4. Kendra Bryant – Tampa, FL
> 5. Jardyn Lake – Philadelphia, PA
> 6. Kristin Brown – Tallahassee, FL
> 7. Victoire Sylvie – Burkina Faso, West Africa
> 8. Joshua Johnson – Los Angeles, CA
> 9. David Green – Madison, WI
> 10. Yolo Akili – Atlanta area
> 11. Dawn Robinson – Oakland, CA

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ZAMI's 2008 Audre Lorde Scholarship Application is now available for any lgbt student of color who is graduating high school or attending any technical, undergraduate or graduate school located anywhere in the United States. Please visit www.zami.org for more information.

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McCormack & ASSOCIATES

DIVERSITY SEARCH CONSULTANTS

June 12, 2008

Ms. Mary Anne Adams
Chair
ZAMI, Inc.- Audre Lorde Scholarship Fund
P.O. Box 2502
Decatur, GA 30031

Dear Ms. Adams:

Every year countless **LGBT youth people** are cut off from the emotional and financial support of their families because of sexual orientation, gender expression or gender identity. Among these disenfranchised youth are a significant number of promising, gifted and ambitious students with potential to become future leaders of the **LGBT community.** It is the mission of **Point Foundation** to identify these future leaders and to provide the financial support, professional guidance and network of contacts needed to help them realize their full potential.

Founded in 2001, **Point Foundation** currently has 16 employees supporting more than 80 scholars and 26 alumni. The organization has a budget of $3 million and an endowment of nearly $3 million. **McCormack & Associates** is pleased to be partnering with **Point Foundation** (www.pointfoundation.org) to recruit a **Development Director – West** to help continue to grow the organization and increase its ability to reach out to and support even more highly meritorious **LGBT students.**

An integral member of the **Point Foundation** management team, the **Development Director – West** will be based in Los Angeles and report directly to the Executive Director/CEO. Working closely with the Development Director – East, this position will oversee all **Point Foundation** development programs and activities in the western U.S. S/he will be responsible for identifying and developing major donors, ensuring that events reach financial and participation goals, and securing corporate sponsors for events and organizational support.

We are seeking candidates with a minimum of **five years of development** experience in a non-profit environment who have proven fundraising skills encompassing annual/planned giving, special events and/or donor relations. S/he should be an excellent communicator who is able to effectively represent **Point Foundation** to donors, as well as to the Board, Regents, Trustees, staff and the public. The successful candidate will have excellent sales and closing abilities, familiarity with the **LGBT community** and related social and political issues, and a proven track record of fundraising among **LGBT donors**. On a personal level, the **Director of Development – West** will demonstrate exceptional organizational, interpersonal, administrative and management skills and be a positive, self-motivated leader with a "can-do" attitude.

Point Foundation offers a competitive salary, commensurate with experience, and a comprehensive benefits package, including health, dental, vision, and life insurance.

A brief description of the position is enclosed here. The full Recruitment Profile is available on our website, www.mccormackassociates.com under "Current Searches," or can be e-mailed upon request. If you can suggest a candidate for this important leadership position, or if you would like to learn more, please contact us in confidence at (323) 549-9200, or search@mccormackassociates.com

Thank you for your interest and attention.

Sincerely,

Joseph A. McCormack

Kevin Chase

Gmail by Google BETA

MaryAnne Adams <madam04@gmail.com>

Budget update for play

girlsnitetheater@aol.com <girlsnitetheater@aol.com> Sat, Jun 21, 2008 at 10:03 PM
To: madam04@gmail.com

June 21, 2008

Greetings MaryAnne,

I hope that you are enjoying your new home! The following is an update on the costs of the play.

1. I went online and found flight/hotel combos that are very good. For $500 per ticket we can fly in and stay for the needed days. It's $300 per person without the hotel. The flight/hotel combo would cost $2,500. I searched 'cheap flights' and found the prices. Since I don't know Atlanta, I don't know if the hotels are located near the desired area, but it gives you an idea of prices.
2. Since the budget has been cut, I'd recommend doing one big show instead of smaller ones two. The original budget didn't include the rental of a theater since it would be donated, but if you can get a place that holds 200-300 seats, it will be a good benefit for your organization.
3. We can still keep the $25 per day, per person, meal per diem for a total of $375.
4. We can also keep the honorariums for the show, but I had to cut money for the rehearsals. Now the cast of three would get $100 each, a total of $300. The composer/singer would get $150, the director would get $150, and the local lighting director would get $100 – a total of $700.
5. We'll need three rooms – two per room. If my assistant comes to help with all of the loose ends, she'll pay for her own flight and hotel, unless we get them all in-kind. But for now the budget is for five (the cast of three, the composer and me.)

The new budget for three days is:

1.	Flights/hotels for five from LA to Atlanta	$2,500
2.	Meals per diem @ 25.00 per day for 5 x 3 days	$ 375
3.	Honorarium 100 flat x 3	$ 300
4.	Composer/singer @ $150 flat	$ 150
5.	Director @ $150 flat	$ 150
6.	Lighting director @ $100 flat	$ 100
7.	Online promotions	$ 150
8.	Tickets (xeroxed)	$ 100
9.	Playbills (200 - 300)copied)	$ 100
10.	Fliers (xeroxed)	$ 75
		$4,000

So the budget is still workable for three days. If the show is on a Friday, we can arrive on Weds,

Funders for Lesbian and Gay Issues

July 1, 2008

Dear Colleague,

We are pleased to provide you with a copy of our new report: *LGBTQ Grantmakers 2008 Report Card on Racial Equity*—a first-ever study that examines how LGBTQ grantmakers address racial equity in their grantmaking and internal operations.

Over the last few decades, LGBTQ communities have transformed the social, political and cultural landscape of American life, fueled significantly by the LGBTQ grantmaking sector. As these national efforts mature, FLGI has refocused its mission to address the challenges facing those who have yet to benefit from this transformation. Research shows that funding for LGBTQ people of color remains sparse, which has profound implications on the health of related organizations and, ultimately, on the effectiveness of broader movements for social change. In response, many foundations are both poised and—as the report card findings reveal—invested in bridging this divide to augment our many historic successes.

The *LGBTQ Grantmakers 2008 Report Card on Racial Equity* represents the beginning of a dialogue—a Q&A—among foundations about the potential of investing in racial equity among LGBTQ communities.

As part of the Racial Equity Campaign, over the next two years Funders for Lesbian and Gay Issues will work with foundations nationwide—not just LGBTQ grantmakers—to bring about vibrant and inclusive communities. By tapping the expertise of both grantmakers and practitioners, the campaign will provide forums for dialogue, gather racial equity tools applicable to the unique context of particular foundations, highlight funders and practitioners that are making a difference, and begin giving life to a solution-oriented conversation about grantmaking, LGBTQ rights and racial equity. We're stronger *together*, we believe.

In addition to providing this report, Funders for Lesbian and Gay Issues would like to offer ourselves as a resource to your foundation colleagues. We would be thrilled to present the research and discuss its implications with your staff members, trustees and colleagues. Please contact us if you would like to arrange this type of briefing.

Finally, please let us know if you are interested in additional print copies of this report. You can also download the report and executive summary from our web site at www.lgbtfunders.org.

Regards,

Karen Zelermyer,
Executive Director

116 East 16th Street, 7th Floor • New York, NY 10003 • T 212 475 2930 • F 212 982 3321 • www.lgbtfunders.org

RACIAL EQUITY

Funders for Lesbian and Gay Issues

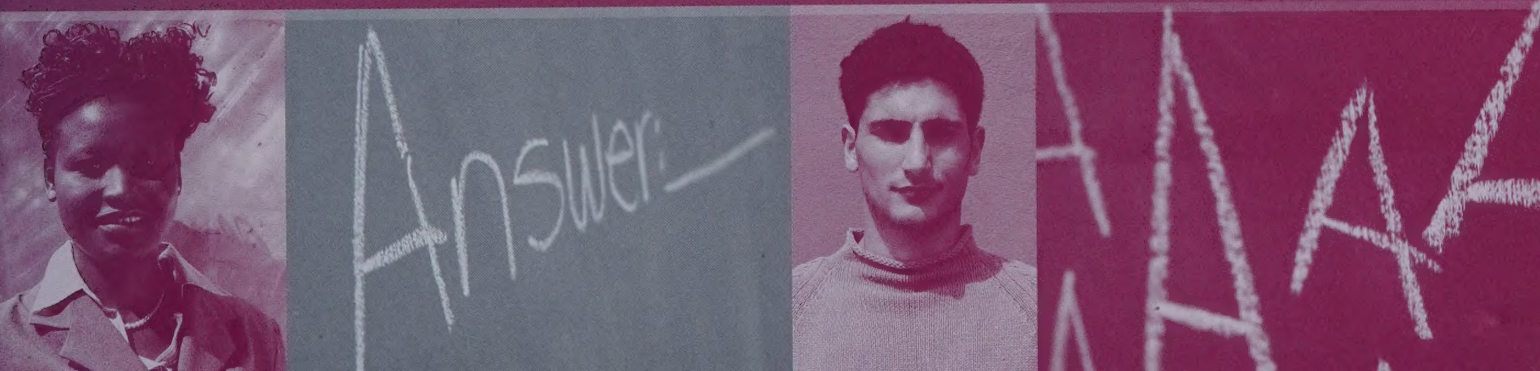
LGBTQ Grantmakers 2008 Report Card on Racial Equity
Executive Summary

Over the last few decades, LGBTQ communities have transformed the social, political and cultural landscape of American life. From local jurisdictions to state capitols, from the courts to public opinion, LGBTQ advocates have scored numerous victories for equity and opportunity. The LGBTQ grantmaking sector, which has nearly doubled in size since 2002, stands as both an affirmation and a catalyst of these achievements.

As these national efforts mature, Funders for Lesbian and Gay Issues has refocused its mission to address the challenges facing those who have yet to benefit from this transformation. Research shows that funding for LGBTQ people of color remains sparse, which has profound implications on the health of related organizations and, ultimately, on the effectiveness of broader movements for social change. In response, many foundations are both poised and—as the report card findings reveal—invested in bridging this divide to augment our many historic successes.

The *LGBTQ Grantmakers 2008 Report Card on Racial Equity* represents the beginning of a dialogue—a Q&A—among grantmakers of all types about the potential of investing in racial equity among LGBTQ communities. The report card opens this conversation by asking a subset of LGBTQ grantmakers to share where they successfully integrate racial equity into their grantmaking and internal operations. How do we diversify our movement's leadership? What policies and practices create fair workplaces? Where could LGBTQ giving bring about vibrant, inclusive communities? Tell us how to strengthen our movements and enhance our collective well-being—Funders for Lesbian and Gay Issues asked—and we'll share those lessons.

As our research reveals, LGBTQ grantmakers have been an undeniable force in LGBTQ rights, the philanthropic sector and our larger civil society. From 2002 to 2006, they provided more than $227 million to LGBTQ communities around the country. Further, foundation dollars to LGBTQ people of color efforts nearly quintupled from $1.2 million in 2002 to $5.8 million in 2006. Despite this tremendous growth, foundation giving that explicitly reaches people of color accounted for a modest 8.8 percent of all LGBTQ foundation dollars in 2006.



Overview

The *LGBTQ Grantmakers 2008 Report Card on Racial Equity* examines how a subset of 19 LGBTQ grantmakers addresses racial equity across grantmaking, governing documents, policies and practices, demographics and leadership, and strategic communications.

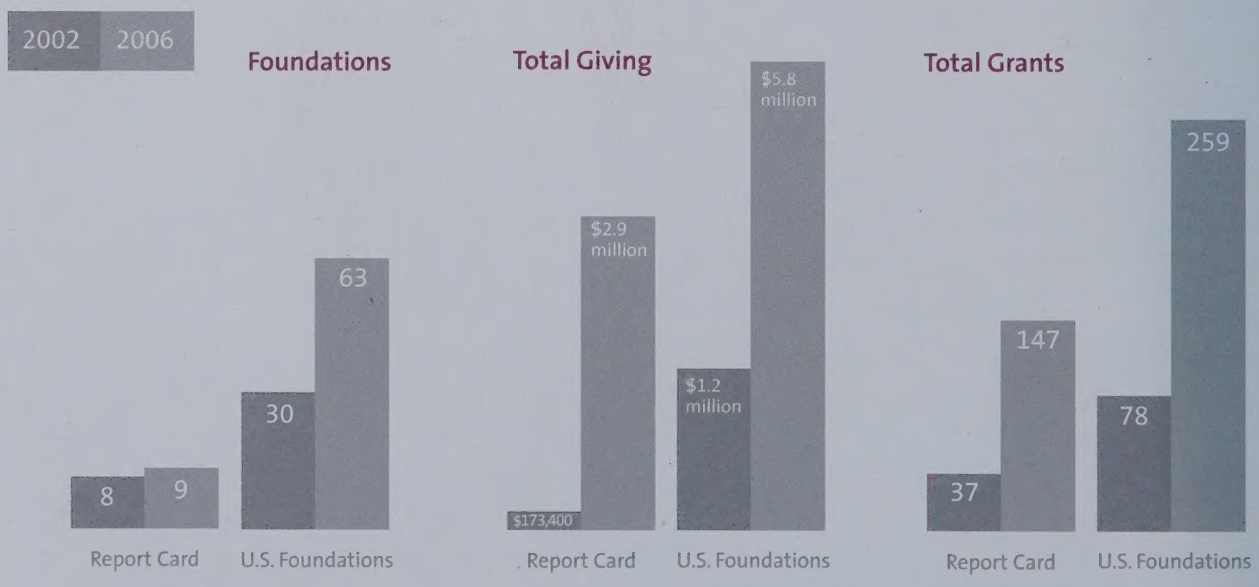
These foundations are comprised of community, public and private foundations that are diverse across geographic locations, geographic focuses, size and formation. For example, some have multiple staff and board members while others are led by one or a few individuals. Some have optimized communications capacities while others rely on grantee interactions for channeling information. Because these foundations differ markedly in their composition, caution should be exercised when relating these findings to any specific foundation.

OPPORTUNITIES FOR ENGAGEMENT EXIST FOR GRANTMAKERS OF ALL TYPES, REGARDLESS OF STAFF SIZE. THE FOUNDATION RUN BY A SINGLE DONOR WITH FEW OR NO TRUSTEES WILL FIND OPPORTUNITIES TO EXPLORE THEIR GRANTMAKING CRITERIA AND THE QUESTIONS THEY ASK OF THEIR GRANTEES. FOUNDATIONS WITH MULTIPLE STAFF MEMBERS OR TRUSTEES WILL SEE OPPORTUNITIES TO INCORPORATE RACIAL EQUITY GUIDELINES INTO THEIR BYLAWS OR BOARD AND STAFF RECRUITMENT PRACTICES.

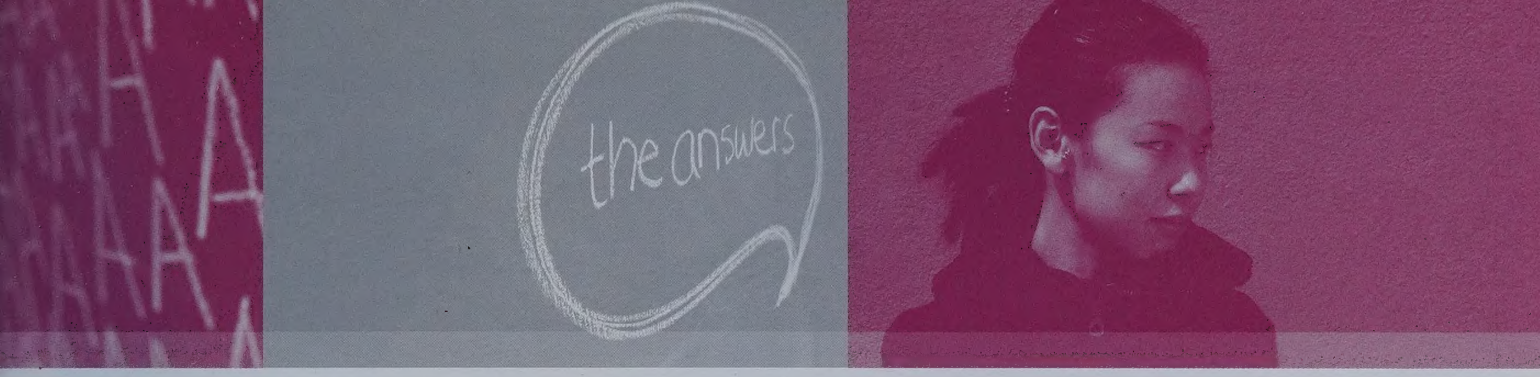
Grantmaking Findings

Nine of the 19 foundations studied awarded grants to LGBTQ people of color organizations and projects in 2006. Of these foundations, the top three foundations supporting LGBTQ people of color efforts in 2006, by total giving, were: the Arcus Foundation, the Astraea Lesbian Foundation for Justice and the H. van Ameringen Foundation. Further, as a percentage of total LGBTQ giving by the 19 foundations, 10.6 percent ($2.9 million) went to organizations and projects explicitly working within LGBTQ communities of color.

Foundation giving to LGBTQ people of color efforts increased significantly between 2002 and 2006 among the 19 foundations studied *and* in the broader LGBTQ grantmaking sector.



Source: Funders for Lesbian and Gay Issues, *Lesbian, Gay, Bisexual, Transgender and Queer Grantmaking by U.S. Foundations: Calendar Years 2002-2006* (New York: FLGI, 2005-2008).



Governing Documents Findings

The findings in this section are based on data provided by 15 of the 19 foundations.

While some of the foundations studied in this report card rely on missions, strategic plans, and other governing documents to guide their operations, others function with little codified governance. Among those with governing documents, most operate under less specific, all-inclusive statements, while a few specify race in their missions and visions. Of the foundations that have integrated racial equity goals into their bylaws, the Horizons Foundation includes a provision to strive "for equitable gender and ethnic representation among board members," while the Astraea Lesbian Foundation for Justice's bylaws mandate that more than half of its board of directors be lesbians and more than half be people of color.

Policies and Practices Findings

The findings in this section are based on data provided by 15 of the 19 foundations.

The foundations studied vary considerably in their implementation of policies designed to recruit a diverse staff and ensure broad community input on their grantmaking decisions. Among foundations with these types of policies, the most routinely cited efforts include EEO and nondiscrimination policies, investment guidelines, demographic charts that track the make-up of their institutions, comprehensive employee benefit plans and diverse advisory boards to inform foundation efforts. For example, the Pride Foundation engages a range of committees across the Pacific Northwest (a number of which were started by LGBT people of color) to help make decisions about scholarships. The foundation ensures that LGBT people of color play a critical role in these committees and reports that 40 percent of scholarship recipients are people of color. Additionally, the Kevin J. Mossier Foundation has an investment policy that restricts investments in companies without LGBT-friendly nondiscrimination policies in place.

Demographics and Leadership Findings

The findings in this section are based on data provided by 15 of the 19 foundations.

Collectively, the foundations studied employ 109 individuals and engage 122 board members. (One of these foundations has no paid staff members.) Among foundations with staffing, people of color comprise 30% of management positions and 53% of non-management positions, while women make up 66% of management positions and 58% of non-management positions. Among the boards of directors of the studied foundations, 30% are people of color, 48% are women and 3% are transgender people. Further, 80 percent have white male board chairs or co-chairs. Overall, transgender people account for eight of these foundations' 231 staff and board members.

Strategic Communications Findings

The findings in this section are based on data provided by 15 of the 19 foundations.

The capacity for strategic communications across the foundations studied differs markedly; many of them report relying on web sites or personal interactions to communicate with grantees. Among those with printed materials—newsletters, annual reports, brochures and pamphlets—the Arcus Foundation, Astraea Lesbian Foundation for Justice, the Gill Foundation, Horizons Foundation and the Pride Foundation (as notable examples) consistently feature a diverse breadth of individuals and families of color, including women, people of various ages and transgender and gender non-conforming people.

LGBTFUNDERS.ORG Download the full report card, learn more about the Racial Equity Campaign and find a variety of useful grantmaking resources.

The mission of Funders for Lesbian and Gay Issues is to seek equality and rights for lesbian, gay, bisexual, transgender and queer (LGBTQ) individuals and communities by mobilizing philanthropic resources that advance racial, economic and gender justice.

RACIAL EQUITY

Funders for Lesbian and Gay Issues

116 East 16th Street, 6th Floor
New York, NY 10003
T 212 475 2930 • F 212 475 2532
www.lgbtfunders.org/RacialEquity

LGBTQ Grantmakers
2008 Report Card on Racial Equity

the answers

As with effective philanthropy, a thoughtful answer keeps giving – it begs more questions, it illuminates long after it was offered. For philanthropy's leadership, cultivating healthy institutions that model fairness and opportunity has been as much about questions as answers. Have we, as grantmakers, adequately supported organizations to create a culture of equity and collective prosperity? Have we improved our society – if so, for whom? Or have our foundations becomes afflicted with obscure, structural factors that privilege funding for certain types of organizations while unintentionally inhibiting resources from reaching populations who've long experienced institutional exclusion? This report card represents the beginning of a dialogue – a Q&A – with our country's lesbian, gay, bisexual, transgender and queer grantmakers, asking them to describe how they integrate racial equity into their grantmaking and their operations. We asked foundations to look inward: Does your foundation – in grantmaking, governing documents, policies, practices, demographics, leadership and strategic communications – promote widespread equity? Tell us how to strengthen our movements and enhance the well-being of all of our communities – Funders for Lesbian and Gay Issues asked – and we'll share those lessons.

These are the answers from our sector.

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MISSION Funders for Lesbian and Gay Issues seeks equality and rights for lesbian, gay, bisexual, transgender and queer (LGBTQ) individuals and communities by mobilizing philanthropic resources that advance racial, economic and gender justice.

ACKNOWLEDGEMENTS
Author: Robert Espinoza
Design: LeAnn Locher, www.leannlocher.com
Printing: Enterprise Press 373

Funders for Lesbian and Gay Issues thanks the foundations that provided their insights, data and other information for this report card. Without their generous participation, this report card would not have been possible. We appreciate their candor, their courage and their collaborative spirit.

FUNDERS FOR LESBIAN AND GAY ISSUES STAFF
Robert Espinoza, Director of Research and Communications
Kim Ford, Operations Manager
Ellen Gurzinsky, Program Director
Karen Zelermyer, Executive Director

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What is meant by "racial equity"?

A racial equity lens "brings into focus the ways in which race and ethnicity shape experiences with power, access to opportunity, treatment, and outcomes, both today and historically." Assessing racial equity in our institutions involves various steps: "analyzing data and information about race and ethnicity; understanding disparities—and learning why they exist; looking at problems and their root causes from a structural standpoint; and naming race explicitly when talking about problems and solutions."

Throughout this report card, Funders for Lesbian and Gay Issues uses this framework to assess how lesbian, gay, bisexual, transgender and queer (LGBTQ) grantmakers incorporate racial equity into their grantmaking and internal operations. Specifically, an LGBTQ racial equity lens seeks to identify how funders can best support LGBTQ communities of color and help create a society where "the distribution of resources, opportunities, and burdens was not determined or predictable by race."

In regards to grantmaking, "racial equity" is used broadly to capture grants to organizations and projects that, as reported by foundations, explicitly reach LGBTQ communities of color. Here, some foundations have noted that they award grants to organizations that do not specify addressing racial inequities and/or reaching communities of color yet might still benefit these populations, given the organization's setting and diverse clientele. Others counter that these types of grants should not be conflated with racial equity, since "seemingly race neutral practices will simply keep in place historical advantages and disadvantages." In response we ask: How should we distinguish the wide range of grantmaking paradigms? What are the drawbacks and benefits to each approach?

Finally, at times this report card reviews racial equity in relation to economic and gender equity. FLGI acknowledges that racial equity is shaped by multiple issues; the intent of this first-time report card was to highlight racial equity as a starting point for addressing widespread equity. As an evolving research model, future reports will revisit where the intersection of identities and issues fits into an assessment of LGBTQ grantmakers.

The purpose of this report card is to begin disentangling these nuances by forging a dialogue among grantmakers about the best ways to implement racial equity into the full breadth of their work. By asking the right questions, together we can pinpoint the answers.

[1] The references in this section are taken from *Grant Making with a Racial Equity Lens.* See © GrantCraft, *Grant Making with a Racial Equity Lens* (New York: GrantCraft and Philanthropic Initiative for Racial Equity, 2007).

A Research Review of Foundation Performance and Racial Equity

Through their sheer presence, grantmaking and programmatic endeavors, U.S. foundations supporting LGBTQ issues have helped shape how organizations address the social, economic and political landscape of lesbian, gay, bisexual, transgender and queer (LGBTQ) rights in our country. From 2002 to 2006, the annual giving of LGBTQ grantmakers has more than doubled from $29.7 million to $65.6 million. In that time frame, LGBTQ grants have increased twofold from 1,570 to 3,042.[2]

The symbiosis that occurs among foundation giving, organizational development and a political movement's shape has yielded critical analysis and lingering questions. To what extent does foundation funding for LGBTQ issues reflect our movement's organizational infrastructure, and how much of it is the byproduct of foundation agendas (and other institutional supports)? Further, if foundations influence the character of LGBTQ organizations—as well as the priorities of a dynamic "movement" nationwide—what is their responsibility for ensuring that they help remove racial, economic and gender inequities within their foundations, among their grantees and throughout society?

> "Racial disparities exist in virtually every key indicator of child, family and community well-being. Today many racially inequitable impacts are produced inadvertently, through processes and choices that may not even explicitly address race, may appear race neutral, or may even be offered to address racial disparities."
>
> — The Annie E. Casey Foundation, *Race Matters*, 2006

Racial equity as a question for foundation giving. A growing body of research reveals disparities in foundation giving to communities of color. A 2004 study by the Applied Research Center found that between 1994 and 2001, foundation giving to communities of color grew at a smaller pace than overall giving, and as a proportion of total giving, dropped from 10 to 7 percent between 1998 and 2001.[3] LGBTQ grantmaking mirrors this trend: In 2006, 9 percent of foundation giving to LGBTQ organizations and projects explicitly reached LGBTQ communities of color.[4] Organizations confirm these findings: a 2008 study on autonomous LGBTQ people of color organizations in the U.S. found that a majority—57 percent—received no foundation support for their current annual incomes, instead relying on individuals and events for financial sustenance.[5]

Racial equity as a question for formal analysis. In the context of these disparities, along with the potential for reducing racial, economic and gender inequities within our communities,[6] Funders for Lesbian and Gay Issues undertook a study to distill how LGBTQ grantmakers integrate racial equity into their internal and external affairs. Guided by the expertise of evaluators and practitioners who have argued successfully that a holistic assessment of "foundation performance" must encompass more than a review of grantmaking, this report card assesses LGBTQ foundations on five overarching areas: grantmaking, governing documents, policies and practices, demographics and leadership, and strategic communications.[7]

Grantmaking: Investing in the Promise of Our Movements

Racial equity as a question for the dollars that foundations provide. Grantmaking serves as a logical beginning for an assessment of LGBTQ grantmakers. Since 2002—the year Funders for Lesbian and Gay Issues (FLGI) first began collecting data on foundation giving—the 19 foundations assessed in this report card have awarded approximately $82 million and more than 5,000 grants to LGBTQ organizations and projects around the country. Further, their collective giving has more than doubled in that time frame. Through giving alone, the contributions of these foundations have profound effects and implications.

In comparison, their collective contribution to LGBTQ people of color organization and projects is a mere fraction of their overall LGBTQ support. In 2006, 11 percent of the LGBTQ dollars awarded by these 19 foundations reached efforts that explicitly addressed LGBTQ people of color. Further, many of these foundations offer little to no discernible dollars to LGBTQ people of color organizations and projects, indicating that the responsibility for LGBTQ racial equity is not shared evenly among the sector. While some blaze trails for widespread equity, others reaffirm the racialized status quo of narrowly defined LGBTQ giving.

Governing Documents: Institutionalizing a Commitment to Equity

Racial equity as a question for a foundation's direction. For foundations, governing documents serve as compasses that direct their daily operations and long-term goals. Missions, visions, strategic plans, funding priorities and guidelines, by-laws, value statements, and goals, to name a few, form the basis of a foundation's grantmaking, programs and operations. For some LGBTQ grantmakers, these documents have aligned their visions for social change with their institutional efforts.

Yet, as with the other areas assessed in this report card, the usage and character of governing documents differs among LGBTQ grantmakers. Among foundations that function with marginal staffing, the application of governing documents is sparse. And among the other foundations, grantmaking documents vary in both wording and their interpretation of racial, economic and gender equity as defining elements. For example, some foundations cite race, gender and gender identity explicitly in their documents, positioning these issues as unassailable factors for LGBTQ rights. Others use broad phrasing that might infer, yet does not assume, a commitment to equity. Pervasive among LGBTQ funders is the dialectic tension found in civil society: the discord between a "neutral/colorblind" approach and approaches that are conscious of racial, economic and gender systemic injustice.

Policies and Practices: Connecting Foundation Performance to Opportunity

Racial equity as a question for workplace culture. If governing documents are the compass, then policies and practices serve as maps. Workplace equity measures—diversity audits, recruitment and retention measures, and many others—provide an empirical reality for foundations to devise policies and engage in practices that create healthy, inclusive work environments.

The public and private sectors have long used a multitude of policies and practices to construct fair workplaces and diversify their programming; these include diversity audits, recruitment and retention plans, training and technical assistance, and various tools that sharpen how they account for institutional barriers. For example, in "Grantmaking with a Racial Equity Lens," GrantCraft and the Philanthropic Initiative for Racial Equity synthesize a range of resources, tools and questions that foundations can apply to implement a racial equity lens. Along with many others who have affirmed the social value of these types of policies, they argue that when foundations implement policies across their institutions, they set in motion a deliberate process for minimizing the many inequities embedded in all of our organizations.

Yet policies and practices are significantly different among the LGBTQ foundations studied in this report card. Few of these foundations formalize policies and practices that explicitly support the full range of equity concerns; these funders often cite minimal staffing as rationale, contending that fewer numbers exempt them from formal measures or routine scrutiny. Among their foundation counterparts with larger staff sizes, a racial equity lens is used sporadically. In many instances, LGBTQ funders report that they prefer a "neutral" approach to human resources.

> Because the intersecting dimensions of race, ethnicity, gender, class, and culture go so deep, it becomes all the more important for foundations to embed gendered cultural competence throughout formal institutional processes and structures as well as throughout informal organizational interactions...And it is important to embed both formal and informal strategies at the board level, in staff leadership and management levels, and in program and support staff as well as in program initiatives themselves.
>
> —Mary Ellen S. Capek and Molly Mead, *Effective Philanthropy: Organizational Success through Deep Diversity and Gender Equality*, 2006

Demographics and Leadership: Promoting Fairness in the Workplace

Racial equity as a question for deciding who has a voice in our movement. In any sector, diversifying the demographics of an organization provides multiple benefits. When foundations diversify their staffing at all levels—including trustees, executive directors and managers—they enhance their decision making with diverse viewpoints while incurring numerous legal, public policy, human resource management and other organizational benefits.

In "Realizing the Promise of Diversity," author Sonia Ospina, co-director of the Research Center for Leadership in Action at New York University, outlines the various benefits that workforce diversity creates for both institutions and underrepresented people. Based in a voluminous review of theoretical and empirical research, Ospina proffers an evidence-based inventory of ethical, legal, public policy, human resource management and organizational benefits that come about as a result of a multicultural workforce. Among its many benefits, work force diversity: "promotes fairness and justice in the workplace; creates economic opportunity and reduces social inequality; ensures compliance with personnel-related legal requirements; increases competitiveness in HR acquisition: enhances an organization's reputation and ability to attract and keep the best employees; reduces labor costs; reduces absenteeism, turnover, and employee dissatisfaction; reduces 'group think'; increases 'marketing' advantages and responsiveness, as work force mirrors client population; decreases discrimination litigation; and increases organizational legitimacy due to enhanced reputation and higher effectiveness."[8] Without question, workforce diversity yields superlative advantages for organizations while promoting equity for underrepresented populations.

> In the midst of an active dialogue within the field on accountability and responsiveness to communities, a prominent fact remains: the staff and boards of philanthropic institutions have not kept pace with the general population in terms of diversity. If responsiveness and diversity are linked, then foundations must attend to their internal diversity if they wish to offer a more credible outreach to diverse communities. However, diversity means more than numbers; institutional culture and practices must shift as well.
>
> —Joint Affinity Groups,
> *The Meaning and Impact of Board and Staff Diversity in the Philanthropic Field: Findings from a National Study*, 2002

However, philanthropic institutions lag in diversifying their demographics, especially in positions of decision making and authority. A 2002 study of more than 600 grantmakers nationwide found that gays and lesbians, people with disabilities and women of color earned less, and were less likely to advance to senior level positions, than their white male counterparts. Led by researchers from Rutgers University, the University of Minnesota and the National Network of Grantmakers, the study also found that one-fifth of foundation professional staff members were people of color and that boards of directors have remained largely white and male for decades. Further, while women are now more represented in philanthropy than men, they earned less and gave less in grants than men. Such research confirms that institutional inequities have multiple layers.[9]

Among LGBTQ foundations, a similar homogeny exists. Despite the manifold benefits of workplace diversity, the staffs and boards of LGBTQ grantmakers tend to be predominantly white. Eighty percent of board chairs are white men and only a handful of transgender people are engaged in any of these foundations. Further, most of the people of color at these foundations are concentrated in non-management staff positions; trustees, executive directors and managers are almost exclusively white. Again, a few foundations deviate from this trend, involving people of color, women and transgender people as critical actors in their decision making.

Strategic Communications: Showcasing the Many Faces of Our Communities

Racial equity as a question for the messages we propagate about ourselves. As with other public sector organizations, strategic communications helps foundations attain a variety of goals. Foundations can draw upon strategic communications to interact with potential and current grantees; promote the success of their grantees as well as their own achievements; influence colleagues, policy actors and the general public to share their visions for change; and abide by democratic tenets of public accountability and transparency.

As a tool for redressing systemic inequities, strategic communications can challenge the biased frames, messages and images that predominate in our culture. At their worst, these messages provoke hostility towards people of color, women, LGBTQ people, immigrants, and many others. Moreover, they overlook our collective diversity and obscure LGBTQ people of color, reifying the myths of LGBTQ people as exclusively white and people of color as exclusively heterosexual.[10] The general dearth of positive media portrayals—across populations and sub-groups, as well as issues and experiences—has been tracked and well documented by researchers, media experts, and media watchdog groups such as the Gay and Lesbian Alliance Against Defamation, FAIR and Media Matters for America, among others.[11]

To create thoughtful and inclusive representations would mean concerted, strategic efforts on behalf of organizations positioned to take on this task. Unfortunately, despite the value of smart messages that identify structural challenges and solutions for LGBTQ people of color, strategic communications as a formal practice varies among LGBTQ grantmakers. Few of the foundations assessed in this report card allocate sufficient resources to implement the wide range of practices such as communications audits, branding initiatives, strategic framing and messaging, spokesperson training, media relations and online marketing.

> "We must expand the public's ability to recognize and acknowledge the nuanced ways in which structural barriers continue to hobble women and all people of color. Also, we have to stress the message that our society as a whole benefits when we expand opportunities to those who have been denied throughout history...If the conversation remains unchanged, we will lose."
>
> —The Center for Social Inclusion, *Thinking Change: Race, Framing and the Public Conversation on Diversity. What Social Science Tells Advocates about Winning Support for Racial Justice Policies*, 2005

Instead, communications tasks are frequently relegated to lead staff members or trustees, many of whom are stretched for time and report lacking the extensive know-how of strategic communications. **Across LGBTQ grantmakers, communications directors are uncommon and communications plans are virtually absent. And across materials (with some exceptions) people of color are largely absent in imagery.** Overall, the quality of communications products varies—and the potential to challenge the problematic, one-dimensional cultural representation of our communities is squandered.

> As the challenges facing organizations that promote justice and equity for immigrants and established communities of color mount, funding streams for many such organizations have been reduced to a trickle in recent years. These realities raise several key questions: What does the available data on grants to communities of color and to justice-based efforts reveal about overall funding trends? What factors hinder funding for racial justice within the foundation community, and which foundation efforts to support racial justice have been particularly effective?...What can we say about the future of racial justice funding overall?
>
> —Applied Research Center,
> *Short Changed: Foundation Giving and Communities of Color*, 2004

End Notes

[1] The references in this section are taken from *Grant Making with a Racial Equity Lens.* See © *GrantCraft, Grant Making with a Racial Equity Lens* (New York: GrantCraft and Philanthropic Initiative for Racial Equity, 2007).

[2] Funders for Lesbian and Gay Issues, *Lesbian, Gay, Bisexual, Transgender and Queer Grantmaking by U.S. Foundations: Calendar Years 2002-2006* (New York: FLGI, 2005-2008).

[3] Will Pitz and Rinku Sen, *Short Changed: Foundation Giving and Communities of Color* (Oakland: ARC, 2004).

[4] FLGI, *LGBTQ Grantmaking by U.S. Foundations: Calendar Year 2006.*

[5] Funders for Lesbian and Gay Issues, *Building Communities: Autonomous Lesbian, Gay, Bisexual, Transgender and Queer Organizations in the U.S.* (New York: FLGI, 2008).

[6] For a landscape of racial and economic justice issues among LGBTQ communities, see Funders for Lesbian and Gay Issues, *Out for Change: Racial and Economic Justice Issues in Lesbian, Gay, Bisexual and Transgender Communities* (New York: FLGI, 2005-2006).

[7] These five areas were informed by a comprehensive review of research and best practices in the foundation sector and the broader public administration field. This review also affirmed that a review of foundations should consider the relationship between their internal operations and their external endeavors. For example, the Center for Effective Philanthropy has devised a framework for assessing overall foundation performance that includes a variety of measures grouped within the categories of impact, strategy and agenda, operations and governance. See The Center for Effective Philanthropy, *Indicators of Effectiveness: Understanding and Improving Foundation Performance* (Boston: CEP, 2002).

[8] Sonia Ospina, "Realizing the Promise of Diversity," in *Handbook of Public Administration:* 2nd Edition, edited by J. Perry (San Francisco: Jossey-Bass Publishers, 1996).

[9] Lynn C. Burbridge et al, *The Meaning and Impact of Board and Staff Diversity in the Philanthropic Field: Findings from a National Study* (San Francisco: Joint Affinity Groups, 2002).

[10] Media analysts have theorized and documented how media professionals and strategic communicators insist on using "sympathetic characters" to tell their stories, often at the expense of describing institutional practices that would identify systemic solutions. For a comprehensive analysis of racial justice communications, see Hunter Cutting, ed. and Makani Themba-Nixon, ed., *Talking the Walk: A Communications Guide for Racial Justice* (Oakland: AK Press, 2006), 5-13.

[11] In 2007, Funders for Lesbian and Gay Issues partnered with Make Waves, a communications firm based in New York City, to assess current media coverage on LGBTQ communities of color. The findings from this internal assessment revealed that media coverage was sparse, rarely strength-based or framed around structural causes or solutions, and tended to focus on a few racial/ethnic populations, obscuring the cultural and geographic diversity of U.S. populations. For additional media criticism and news monitoring, visit www.glaad.org, www.fair.org and www.mediamatters.org.

LGBTQ Grantmakers 2008 Report Card

Adam R. Rose Foundation (New York, NY)

Arcus Foundation (New York, NY)

Astraea Lesbian Foundation for Justice (New York, NY)

David Bohnett Foundation (Beverly Hills, CA)

The David Geffen Foundation (Los Angeles, CA)

Equity Foundation (Portland, OR)

Gill Foundation (Denver, CO)

Horizons Foundation (San Francisco, CA)

H. van Ameringen Foundation (New York, NY)

Kevin J. Mossier Foundation (St Paul, MN)

The Paul Rapoport Foundation (New York, NY)

Point Foundation (Los Angeles, CA)

Pride Foundation (Seattle, WA)

The Rainbow Endowment (Philadelphia, PA)

San Diego Human Dignity Foundation (San Diego, CA)

The Small Change Foundation (San Francisco, CA)

Stonewall Community Foundation (New York, NY)

Ted Snowdon Foundation (New York, NY)

Terry K. Watanabe Charitable Trust (Omaha, NE)

Methodology

RESEARCH ACTIVITY	Description	Total Respondents
INDIVIDUAL INTERVIEWS	Conducted in-depth interviews with the designated leaders of LGBTQ foundations. The interviews included 33 questions across five areas: grantmaking, governing documents, policies and practices, demographics and leadership, and strategic communications. Interview questions were informed by a comprehensive review of research and best practices in the foundation sector and the broader public administration field. Interviews were held between November 2007 and March 2008.	15 foundations
GRANTS ANALYSIS	Purposive sampling of LGBTQ funders. Grants data was collected through self-reporting, a review of 990's, annual reports and online research. The data was collected between calendar years 2002 and 2006.	19 foundations
POLICY, DEMOGRAPHICS AND COMMUNICATIONS INVENTORIES	Reviewed formal foundation policies, governing documents and communications materials, assessing where race, ethnicity, gender and gender identity were considered. Foundations provided detailed demographic diversity charts of their staffing and trustees. The data was collected between November 2007 and March 2008.	15 foundations

Eligibility for Inclusion. The foundations included in this report card meet three criteria. First, foundations provided 2005 data to FLGI that allowed for consideration in this report card. Second, foundations provided more than $100,000 in a single year to LGBTQ organizations and projects, based on data from 2005. And third, foundations are primarily focused on LGBTQ issues and/or were founded by an LGBTQ individual.[12] Nineteen foundations met these criteria. Two foundations declined to participate: the Adam R. Rose Foundation and the Point Foundation. Additionally, despite repeated requests for interviews, FLGI staff were unable to reach the Ted Snowdon Foundation and the Terry K. Watanabe Charitable Trust. Thus, with the exception of the grants analysis, the findings in this report card are drawn from the 15 foundations that agreed to participate and were available for interviews.

Moreover, this sample of foundations includes community, public and private foundations that are diverse across geographic locations, geographic focuses, size and formation. One notable difference among these foundations is that some have multiple staff and board members while others are led by one or a few individuals. The contextual difference of these foundations is accounted for in a number of the findings.

[12] Some of these foundation focus primarily on LGBTQ issues while others include LGBTQ grantmaking as part of a broader focus. For example, a few grantmakers subsume LGBTQ program areas within focuses such as education, economic uplift or family empowerment.

Report Card Indicators.[13] The report card examines how grantmakers address racial equity across five, overarching areas:

1. **Grantmaking** examines how foundations have supported issues of racial equity within their LGBTQ grantmaking and, if applicable, related program areas. In addition to the grants analysis, foundations were asked to describe their visions, their funding practices and how they incorporate various equity concerns into their overall giving. Foundations were also asked to submit documents that described their funding priorities, such as funding guidelines, criteria for evaluating proposals and evaluation results that have measured the impact and effectiveness of their grantmaking.[14]

2. **Governing Documents** examines the extent to which the documents that govern a foundation's internal and external affairs consider various forms of equity. Where applicable, foundations were asked to submit documents such as missions, strategic plans, vision statements, organizational values, bylaws and other related documents.

3. **Policies and Practices** examines how foundations consider equity among a range of policies and practices. Foundations were asked to describe their hiring practices, board recruitment strategies, diversity training experiences, etc. Foundations were also asked to submit, if applicable, their diversity/affirmative action plans; employee benefits plans; findings from any type of diversity audit; a sample job posting; materials from previous diversity trainings; and any formal policies or plans that guide their foundations in promoting job openings, conducting job interviews and exit interviews and retaining people of color, women and transgender people.

4. **Demographics and Leadership** examines how foundations have diversified their boards of directors and staffing, across all levels. Foundations were asked to report the number of people of color, women and transgender people within their organizations, at various levels of leadership, including boards, management staffing and non-management staffing.[15]

5. **Strategic Communications** examines how foundations communicate their visions for LGBTQ rights and where racial equity fits within those portrayals. Foundations were asked to describe their communications strategies. Generally, foundations were asked to submit, if applicable, copies of their main publications (general identity brochure, annual report, etc.), communications plans, documents that describe key frames and messages, talking points, and findings from any type of communications audit that they had undergone.

[13] In addition to grantmaking, some of these foundations take on other responsibilities and programs such as convening, capacity building, leadership development, etc. For this version of the report card, FLGI focused on the aforementioned five areas.

[14] Prior to each interview, each foundation received a statistical synopsis of its grantmaking from 2002 to 2005. Using data gleaned from FLGI's annual research on LGBTQ grantmaking by U.S. foundations, the synopsis measured each foundation's total giving and grants to LGBTQ communities and to LGBTQ communities of color. During the interviews, each foundation was asked to react to these findings.

[15] Given their overt LGBTQ positioning, foundations were not asked to report data on lesbian, gay and bisexual staffing and trustees. FLGI staff will revisit this decision in future iterations of this report card.

The Answers (the questions)

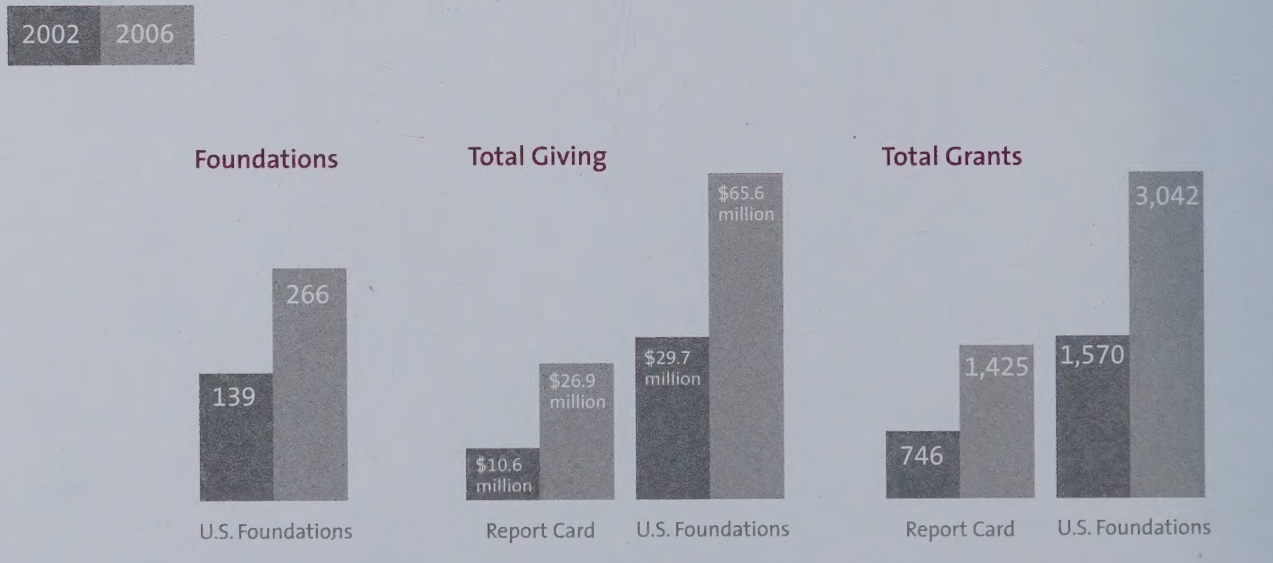
Grantmaking to LGBTQ Organizations and Projects

Over the last five years, the 19 foundations reviewed in this report card have provided millions of dollars and thousands of grants to lesbian, gay, bisexual, transgender and queer (LGBTQ) issues across the country. Their role in shaping the social, economic and political realities of LGBTQ people is unequivocal. From 2002 to 2006, these 19 LGBTQ foundations awarded approximately $82 million and 5,163 grants to LGBTQ organizations and projects in the U.S. In 2006 alone, the 19 foundations reviewed in this report card provided nearly $27 million and 1,425 grants to lesbian, gay, bisexual, transgender and queer (LGBTQ) organizations and projects throughout the U.S.

Similar to the broader LGBTQ grantmaking sector, these 19 foundations have significantly increased their giving since 2002. The increase in resources for LGBTQ communities reinforces the importance of strategic and inclusive grantmaking. Total LGBTQ giving by these 19 foundations grew from $10.6 million in 2002 to $26.9 million in 2006, while total grants awarded by these 19 foundations nearly doubled from 746 in 2002 to 1,425 in 2006.

These 19 foundations are responsible for a significant share of the annual giving awarded by all U.S. foundations to LGBTQ issues. In 2006, the 19 foundations assessed in this report card were responsible for 41 percent of all foundation giving to LGBTQ issues as well as 47 percent of all grants awarded to LGBTQ organizations and projects around the country.

Summary Statistics for 19 Report Card Foundations and U.S. Foundations Supporting LGBTQ Organizations and Projects[16]



Source: Funders for Lesbian and Gay Issues, *Lesbian, Gay, Bisexual, Transgender and Queer Grantmaking by U.S. Foundations: Calendar Years 2002-2006* (New York: FLGI, 2005-2008).

[16] According to The Foundation Center, 71,095 foundations provided more than $36 billion to organizations around the country in 2005. Further, the assets of U.S. foundations total more than $550 billion. See The Foundation Center, *Foundation Yearbook*, 2007.

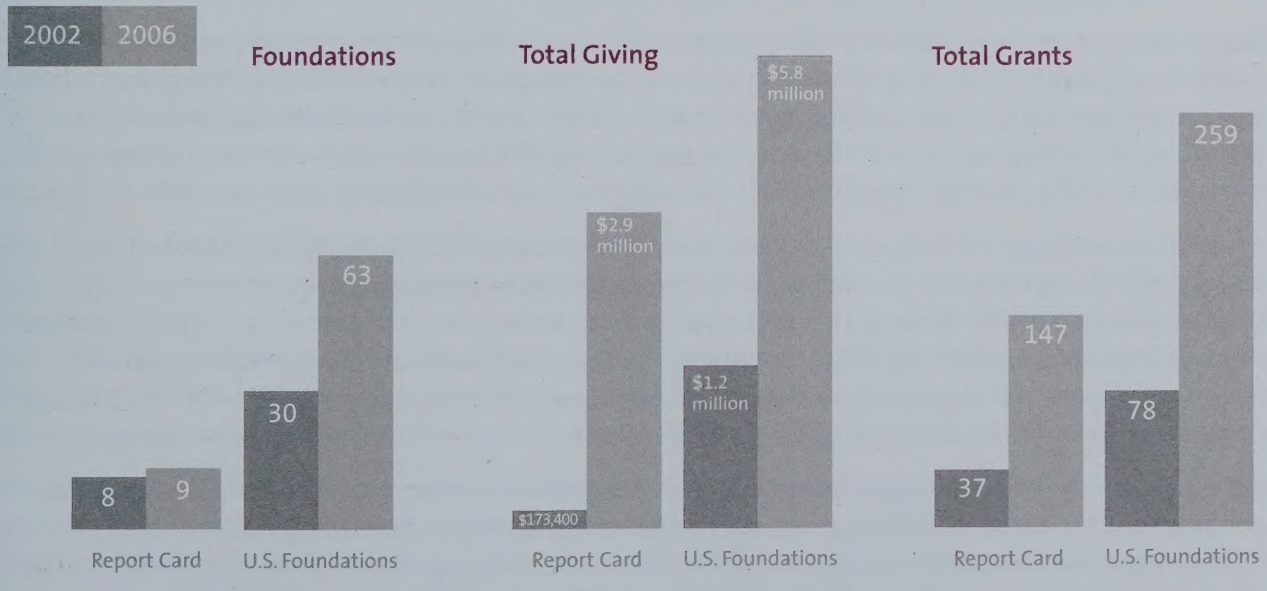
Grantmaking to LGBTQ People of Color Organizations and Projects

Among these 19 foundations, as well as the broader foundation sector, grantmaking to LGBTQ people of color organizations and projects increased significantly in the last five years. Among these 19 foundations, total giving increased from $173,000 in 2002 to $2.9 million in 2006. Among the broader sector, total giving to these populations doubled from $1.2 million in 2002 to $5.8 million in 2006.

The responsibility for funding LGBTQ people of color efforts is not shared evenly among LGBTQ grantmakers. Only nine of these 19 foundations awarded grants to LGBTQ people of color organizations and projects in 2006. Of the remaining 10 grantmakers that did not award any grants to LGBTQ people of color efforts in 2006, four have not provided a single grant to address LGBTQ communities of color in the last five years. Among the broader LGBTQ grantmaking sector, only one in four foundations supported LGBTQ communities of color in 2006.

A mere fraction of the LGBTQ dollars and grants awarded by these nine foundations explicitly reach LGBTQ communities of color—a reality evident over time. Of the nearly $27 million awarded to LGBTQ issues in 2006 by these nine foundations, 10.6 percent ($2.9 million) went to organizations and projects explicitly working within LGBTQ communities of color. Among all 266 LGBTQ grantmakers, 8.8 percent was awarded to LGBTQ people of color efforts—the highest percentage for LGBTQ communities of color since FLGI began collecting data in calendar year 2002.

Summary Statistics for 19 Report Card Foundations and U.S. Foundations Supporting LGBTQ People of Color Organizations and Projects[17]



Source: Funders for Lesbian and Gay Issues, *Lesbian, Gay, Bisexual, Transgender and Queer Grantmaking by U.S. Foundations: Calendar Years 2002-2006* (New York: FLGI, 2005-2008).

[17]In the absence of detailed grant descriptions, FLGI staff members were not able to fully capture the intended beneficiaries of the grant in the aggregate statistics. Thus, these figures should be read with a slight margin of error.

Grantmaking Attitudes and Approaches[18]

The 15 foundations interviewed in this report card report a shared belief in the value of racial equity for LGBTQ communities. Foundations cite various reasons for supporting LGBTQ people of color organizations and projects, including: it's the "right thing to do"; institutional discrimination plays out differently among population groups and this requires culturally specific approaches; aligning LGBTQ political struggles with broader civil and human rights struggles adds numbers and strengthens our movements; and a culturally diverse leadership augments our analysis and promotes equity within the work place.

Foundations acknowledge that a disparity exists between foundation giving to broadly defined LGBTQ issues and LGBTQ efforts rooted in a racial equity approach. Many foundations agree that funding for general LGBTQ issues far exceeds funding for LGBTQ people of color organizations and projects.

Foundations have varying explanations for why this disparity exists. Some funders define LGBTQ rights narrowly—typically by policies such as civil marriage and nondiscrimination measures, or by a generalized portrayal of LGBTQ people as static and uniform—which might exclude LGBTQ people of color efforts that address a wide range of other policy and cultural issues. For others, LGBTQ people of color organizations and projects are obscure, rare and, from their viewpoints, structurally fragile and unequipped to handle financial support or a sophisticated political agenda. Others argue that funders have a preference for prominent, resource-rich organizations, which could leave out smaller, less visible local groups. Finally, others believe they have to make difficult decisions of where to allocate funding and this means choosing their preferences and excluding funding from LGBTQ people of color organizations and projects.

Foundations believe that the philanthropic sector should devote resources to repair racial inequities among our communities. However, foundations disagree on what constitutes the best approach for achieving racial equity. Some argue for the role of autonomous LGBTQ people of color organizations; others believe that projects housed within mainline LGBTQ or people of color organizations are better equipped to achieve major change; and others advocate for "out-of-box" efforts that work within a host of sectors.

Many of these foundations report providing grants to groups working with underserved populations that could include people of color (e.g. poor and low-income people, people with HIV/AIDS) and/or groups based in geographic areas where the organization's clientele includes LGBTQ people of color. Here, some funders distinguish between an organization that happens to reach LGBTQ people of color from one that has developed culturally competent programming that explicitly deals with systemic racial inequities.

In regards to funding guidelines, some of these foundations require that grantee applicants report demographic data on the diversity of their staffs, boards, volunteers and clientele. Many of these foundations do not ask for demographic data, arguing that it's irrelevant to their funding strategies or that the need for probing the diversity of groups differs by project. One foundation observed that groups are becoming more adept at responding to foundation inquiries about addressing people of color, which makes it difficult to ascertain whether their verbal responses match the authentic nature of their programs.

Some foundations have funding guidelines that limit the amount of dollars that they can provide to local groups around the country, including many LGBTQ people of color efforts. Several foundations noted that a national focus, or a focus on the city and state in which they reside, prevents them from supporting localized efforts, including the range of groups working within LGBTQ communities of color.

Many foundations express concerns about supporting an organization without a 501(c)(3), including those with fiscal sponsors. Some funders note the technical difficulties in allocating funding to groups that lack both a 501(c)(3) and a fiscal sponsor. For others, the concern is rooted in a perception that groups without their own 501(c)(3)s (regardless of fiscal sponsors) may be structurally unstable, regardless of the age of the organization.[19]

Overall, foundations crave tools to help them improve how their institutions promote racial equity, along with other equity concerns. Specifically, funders are interested in tools that relate to grantmaking and nonprofit management; deal with the intersection of sexuality, gender identity, race, ethnicity, gender and class; and are applicable to their unique context.

Grantmaking Highlights

By total giving, the top three foundations supporting LGBTQ people of color organizations and projects in 2006 were

(1) the Arcus Foundation
(2) the Astraea Lesbian Foundation for Justice and
(3) the H. van Ameringen Foundation.

By total grants, the top three foundations supporting LGBTQ people of color organizations and projects in 2006 were

(1) the Astraea Lesbian Foundation for Justice
(2) the Arcus Foundation and
(3) the Horizons Foundation.

In their funding priorities and guidelines, the **Arcus Foundation** and **Astraea Lesbian Foundation for Justice** go further than asking organizations to reflect the diverse composition of LGBTQ communities—they fund efforts that address the interrelated racial, economic and gender injustices affecting our diverse communities. For example, Astraea's grantmaking philosophy, included in its guidelines, favors organizations that are "committed to addressing the intersections of various oppressions, and demonstrate commitment to social, racial, economic and gender justice." The Arcus Gay & Lesbian Fund includes an explicit racial justice, sexual orientation, and gender identity area that supports efforts "at the intersection of racial justice, sexual orientation and gender identity."

The **Gay & Lesbian Fund for Colorado**—established in 1996 as a project of the Gill Foundation—provides grants to groups working without an explicit LGBTQ programmatic focus. In its lifetime, the Fund has awarded thousands of grants and a variety of awards and other resources to people of color organizations, projects and individuals throughout the state. The Fund's grantmaking aims to shift the culture of these organizations while promoting LGBTQ visibility; in order to receive funding, grantees must have nondiscrimination policies that include sexual orientation and gender expression.

Recognizing the disproportionate impact of HIV/AIDS on people of color, including men who have sex with men, the **Horizons Foundation** encourages HIV/AIDS Community Grants applications from programs focused on African American and Latino MSMs. In addition, in 2006 the Horizons Foundation launched its Leader Fellowships program to support the leadership and organizational development of LGBT communities of color.

[18] These findings are drawn from the 15 foundations that were interviewed. See "Methodology."

[19] For autonomous people of color organizations, many of which report having fiscal sponsors but not their own 501(c)(3) status, these attitudes could affect their level of support from these foundations. See Funders for Lesbian and Gay Issues, *Building Communities: Autonomous Lesbian, Gay, Bisexual, Transgender and Queer Organizations in the U.S.* (New York: FLGI, 2008).

Governing Documents Findings: Institutionalizing a Commitment to Equity

While a few foundations have specified "racial justice" in their missions and visions, most operate under "all-inclusive" statements that could include LGBTQ communities of color yet do not presume racial equity as a core goal. Many foundations augment their descriptions of LGBTQ communities and rights with terms such as "all-inclusive" and "full diversity," without specifying the populations that comprise this spectrum.

Several of these foundations report basing their governing documents on the personal interests—or wills—of their founders. Eight of these foundations were founded by white, gay men, a few of whom have passed away and whose legacies remain in their foundations' grantmaking. Staff members at these foundations contend that their governing documents are expressions of their founders' personal interests and values; thus, their role as staff members is to effectively translate their founders' visions.

While a few foundations have clauses in their bylaws that encourage—in one case, requires—racial and gender diversity across their staffs and boards, most bylaws are absent of these distinctions. Many foundations express concerns about the consequences or the usefulness of institutionalizing diversity requirements into their bylaws; others feel that without embedding a commitment into formal documents, support for diversity could fluctuate based on the leadership of the foundation.

About a third of these foundations lack strategic plans that guide their grantmaking; among those with strategic plans, few articulate strategies for achieving racial equity among LGBTQ communities. Overall, only a few foundations have short-term and long-term goals to better support LGBTQ people of color and to promote widespread equity.

Foundations disagree about the overall usefulness of codifying a racial equity lens into their governing documents. Some foundations argue that if the intent for racial equity already exists among staff and board members, codifying language into governing documents is unnecessarily bureaucratic. A few rebut that racial equity strategies are secondary, maybe irrelevant, to their primary strategy of "LGBTQ rights." And others contend that the intent of individuals rarely translates into institutional application; that grantmaking practice matters more than individual supportiveness; and that an institution that relies on the whims of its present leaders can shift when those individuals are replaced.

Governing Documents Highlights

The **Arcus Foundation** and **Astraea Lesbian Foundation for Justice** have missions explicitly centered on the multiple justice issues facing LGBTQ communities. Astraea's mission reads: "The Astraea Lesbian Foundation for Justice works for social, racial and economic justice in the U.S. and internationally. Our grantmaking and philanthropic advocacy programs help lesbians and allied communities challenge oppression and claim their human rights." The mission of the Arcus Foundation is "to achieve social justice that is inclusive of sexual orientation, gender identity and race, and to ensure conservation and respect of the great apes." Both foundations transfer the spirit of these missions into their various governing documents.

In the board composition section of its bylaws, the **Horizons Foundation** includes a provision to strive "for equitable gender and ethnic representation among board members." Other foundations require a diverse board composition: **Astraea Lesbian Foundation for Justice's** bylaws mandate that more than half of its board of directors be lesbians and more than half be people of color. Further, Astraea's bylaws state a commitment to be "trans-inclusive of all gender identities and gender queer-identified people."

> "Thinking of racial equity as a social outcome measure also highlights the reality that one cannot know whether or not solutions have been achieved, or are even being approached, without an ability to measure racial or ethnic data. By examining data and openly asking the right questions, some grant makers are putting a racial equity lens into operation in developing strategy and programs, shaping guidelines and criteria, working with grantees, and promoting racial equity within their institutions."
>
> —GrantCraft and Philanthropic Initiative for Racial Equity, *Grantmaking with a Racial Equity Lens*, 2007.

Policies and Practices Findings: Connecting Foundation Performance to Opportunity

Across the many possible policies and practices that help recruit, hire and retain people of color, women, transgender and gender non-conforming people, and poor and low-income people, most of these foundations report having few of them in place. Foundations acknowledge the general absence in their institutions of comprehensive policies and practices that could create multicultural environments and help diversify their grantmaking. Some foundations believe that the small staff sizes of their foundations and boards exempts them from such policies. Others feel too busy to devote the necessary time to devise and implement appropriate practices.

None of these foundations report ever having conducted a formal, comprehensive "diversity" audit that identifies how inequities transpire across their grantmaking and their internal operations. Without the information to assess where unintentional barriers may exist, or disparities may play out, many of these foundations are uncertain about the extent to which their workplaces promote opportunity and fairness.

None of the foundations have ever formally assessed—using statistical methods and theoretical analysis—whether race and gender-based pay inequities exist within their staffs and consultants. Generally, foundations report using less rigorous human resource reviews to examine whether salaries seem appropriate. To determine salary ranges for open positions, foundations report relying on industry-wide staffing surveys weighted by traditional factors such as job description, work experience and cost-of-living. However, none of these foundations have quantifiable evidence that confirms salary equity across race, gender and other characteristics typically related to job discrimination.

Many of these staffed foundations have protocols for reporting discrimination and harassment on the job. Among foundations with staffing, most have a protocol for reporting discrimination and harassment on the job. Foundations typically enact grievance procedures where employees report harassment to supervisors; in situations where the supervisor is the harasser, the employee would approach the executive director, and so on. While all of these protocols are confidential, none are anonymous; as an explanation, one foundation contends that anonymous reports hinder an institution from taking formal action.

In regards to Equal Employment Opportunity (EEO) standards, foundations report posting EEO signs in their workplaces and including relevant EEO language in job postings. Nevertheless, many of these foundations are unsure if their employees understand what it means to work in an EEO environment.

Several foundations engage in practices that build upon the legal framework of Equal Employment Opportunity. A few foundations require grantees to have EEO statements and/or nondiscrimination policies that include sexual orientation, gender identity/expression and the range of legally protected categories.

While some foundations report using informal methods, on a per case basis, to recruit a diverse applicant pool for job openings, no foundation reports a formal, standardized recruitment plan for recruiting or retaining people of color, women and transgender people. Many of these foundations rely on EEO statements instead of "affirmative action" programs. Further, a number of these foundations argue that formal plans are unnecessary since the current leadership already shares a personal commitment to reaching out to diverse populations.

For the job interview process and for staff orientations, some foundations include questions about an individual's comfort with diverse workplaces. However, these types of questions are rarely standardized among these foundations. A few foundations with explicit racial, economic and gender justice values also ask candidates to share a commitment to their institutional frameworks, guiding them through this discussion during job interviews and staff orientations.

Some foundations track how long staff and board members remain involved in their institutions, though they rarely track for disparities based on race, class or gender. Moreover, most of these foundations have no standardized exit interview process that captures and reports data on inequities in the workplace. Many foundations acknowledge that lacking consistent measures makes it impossible to effectively ascertain whether certain populations are more likely to leave.

Some foundations have strict investment guidelines that prohibit them from investing in companies without non-discrimination policies that include "sexual orientation," or in companies that do not offer domestic partnership benefits. None of these foundations report similar investment restrictions based on a company's commitment to racial equity or its engagement in practices that create racial, economic and gender injustices.

The employee benefit plans offered by these foundations vary in their support for LGBTQ people, people of color, women and other categories where benefits can impact their well-being on the job. Foundations report offering a variety of benefits—drastically different by foundation—such as domestic partnership benefits, parental leave, education reimbursements, childcare allowances and HIV/AIDS-related benefits, among others. Few foundations report considering how plans could address the needs of transgender employees.

On occasion, some foundations have hired diversity trainers for their staffs and boards—with hesitation and with mixed results. Many foundations express skepticism that these trainings yield positive results. One foundation encourages staff and board members to identify diversity training topics.

Foundations have varying approaches to diversifying their boards of directors, though few have committees or plans devoted to diversifying their institutional make-ups. Some foundations set explicit, numeric goals in their bylaws, some use demographic charts to track the make-up of their board across multiple characteristics, and others craft board meeting agendas to address gaps in the demographic make-up of their boards. Few foundations have formal diversity plans to recruit and retain a diverse board of directors.

Policies and Practices Highlights

The **Pride Foundation** has a range of committees across the Pacific Northwest that review grants and help make decisions about scholarships, a number of which were started by LGBTQ people of color. Pride Foundation ensures that LGBT people of color play a critical role in these committees and reports that 40 percent of scholarship recipients are people of color.

The **Kevin J. Mossier Foundation** has an investment policy that restricts investments in companies without LGBT-friendly nondiscrimination policies in place.

The **Paul Rapoport Foundation** related the following stories: When it hired its first transgender employee in 1998, the foundation revisited a number of its internal policies and published documents to ensure they were trans-inclusive. In 2004, the foundation enacted a strategic plan that prioritized funding for transgender people and communities of color. The foundation believes that these two events, together, led to an increase in the number of grants that they currently award to transgender communities and communities of color.

Astraea Lesbian Foundation for Justice asks U.S.-based grantees to complete comprehensive diversity charts across board members, staff, active volunteers, members and constituents/audiences that measure race/ethnicity, gender identity, sexual orientation, age, ability and other characteristics such as immigration and HIV status.

To address geographic, economic and technological divides across the Pacific Northwest, the **Pride Foundation** has occasionally purchased a laptop and helped cover travel expenses for groups based in remote geographic areas that rely on the Internet for communication.

Staff Demographics and Leadership[20]

Together, these foundations employ 109 individuals and vary significantly in staff size.[21] Ten of these 19 foundations operate with three or fewer staff members, while staffing among five of the remaining foundations ranges from 10 to 34 staff members. Only five foundations report having any non-management staff members.

43% (47/109) of these staff members are people of color, 61% are women (66/109) and 4% (4/109) are transgender people.

Six foundations have no people of color staff members, three foundations have no women staff members and 13 foundations have no transgender staff members.

Among these foundations, people of color tend to be concentrated in non-management positions; women make up more than half of all management and non-management positions; and transgender people are virtually absent from the staffing of all of these foundations. Thirty percent (14/47) of management positions among LGBTQ foundations are occupied by people of color. In contrast, people of color make up 53 percent (33/62) of non-management positions among these LGBTQ foundations. Women make up 66 percent of management positions and 58 percent of non-management positions.

Ten (67 percent) of these 15 foundations have no people of color in management positions. Among the remaining five foundations, the percentage of people of color managers ranges from 20 to 75 percent.

Two (13 percent) of these 15 foundations are headed by women of color executive directors while the remaining 13 foundations are led by white people. Overall, eight foundations (53 percent) are headed by white male executive directors/presidents and five foundations (33 percent) are headed by white female executive directors.

[20]These findings represent a diverse sampling of foundations that includes community, public and private foundations across geographic locations, geographic focuses, size and formation. One notable difference among these foundations is that some have multiple staff and board members while others are led by one person or a few individuals. The contextual difference of these foundations is accounted for in a number of the findings.

[21]The figures included in this section are based on demographic data provided by 15 of the 19 foundations assessed in this report card. Two foundations declined to participate and despite repeated requests for interviews, FLGI staff members were unable to reach two other foundations.

Board Demographics and Leadership

Together, these foundations engage 122 board members across boards of various sizes. Nine of these foundations have board sizes of seven or fewer. Among six of the remaining foundations, board size ranges from 11 to 22 members.

30% (22/122) of these board members are people of color, 48% are women (58/122) and 3% (4/122) are transgender people.

Ten of these foundations have two or fewer people of color on their boards, four have two or fewer women and no foundation has more than two transgender people on its board of directors. Twelve foundations have no transgender board members.

80 percent (12/15) of these foundations have white male board chairs or co-chairs. In, contrast, three foundations have people of color board chairs or co-chairs, four have white female board chairs or co-chairs and zero have transgender board chairs.

Demographics and Leadership Highlights

Among their LGBTQ grantmaking peers, **Astraea Lesbian Foundation for Justice** has the most diverse staff and board. Its executive director, board chair, management team and overall demographics are predominantly queer women of color, and its overall composition includes, among others, people of various races, ethnic backgrounds and nationalities, as well as transgender people.

Two foundations—**Arcus Foundation** and **Astraea Lesbian Foundation for Justice**—are headed by lesbians of color. Urvashi Vaid serves as executive director of the Arcus Foundation and Katherine Acey heads Astraea Lesbian Foundation for Justice.

Strategic Communications Findings: Showcasing the Many Faces of our Communities

The communications capacities of these foundations vary considerably; most operate without strategic communications plans and without staff primarily focused on communications. A few foundations are working with consultants and trustees to launch an overhaul of their communications capacities, including hiring communications staff and undergoing activities such as audits, branding, framing and messaging, and media relations, among other tasks.

Few foundations have staff positions explicitly devoted to strategic communications. Communications responsibilities are typically handled by executive directors, management staff and/or board members who report being often programmatically overwhelmed. Further, many of these foundations are unsure they have the specific expertise to best handle the breadth of communications responsibilities.

Many foundations report devoting minimal funding or programmatic attention to strategic communications—much less to ensuring that their efforts incorporate racial equity. Without the staffing to handle communications, these foundations are moderately satisfied with their current efforts and unsure if their imagery, language and deliverables take into account racial, economic and gender inequities or the diversity of our communities.

Some foundations believe that little, if any, of a foundation's dollars should be used to support its own strategic communications. These foundations argue that allocating money to communications dilutes the overall pool of grantmaking funds in exchange for the "unnecessary" benefit of self-promotion. Many others contend that strategic communications helps actualize numerous foundation goals that complement grantmaking and other programs.

For many of these foundations, across printed materials and online marketing vehicles, people of color are rarely visible in photographs. A handful of foundations serve as exceptions, positioning people of color prominently in annual reports, brochures, newsletters, web sites and on-line marketing.

A few foundations communicate the situational and historic context of racial inequities for various LGBTQ communities of color—across populations, issues and geographic location. In contrast, the remaining foundations either include photos of people of color in their materials or seemingly ignore the racial/ethnic and gendered dimensions of LGBTQ communities in their visuals.

Some foundations rely entirely on web sites or the back-and-forth interaction of the grant application process to communicate with grantees. For a few foundations, web sites are the only places where funding priorities, guidelines and grants are visible to the public. At the other end of the spectrum is a foundation with a communications department, a comprehensive communications plan, consistent branding and messaging, and a full range of communications methods to maximize visibility and achieve its multiple goals.

Some of these foundations rarely make their guidelines and priorities visible to the outside world, including potential grantees. While they acknowledge that this could limit the breadth of grant proposals they receive, these foundations generally believe that most of their intended beneficiaries know about them and, thus, are hesitant about making themselves too available for contact. Some foundations prefer to stay beneath the radar to protect both the private nature of their living founders and their grantmaking decisions.

For community foundations with fundraising components, communications efforts are often tied to development goals. In order to engage the many types of donors and critical actors in their communities, community foundations note the importance of ensuring that their materials portray the full racial/etchnic and gendered diversity of their communities.

Generally, foundations agree that strategic communications supports their many goals and would like to improve their capacities, which includes integrating a racial, economic and gender equity lens. Foundations noted a number of areas where they need improvement, including framing, messaging, developing effective materials, identifying and training spokespeople, media relations, online marketing, public polling, and monitoring and evaluation.

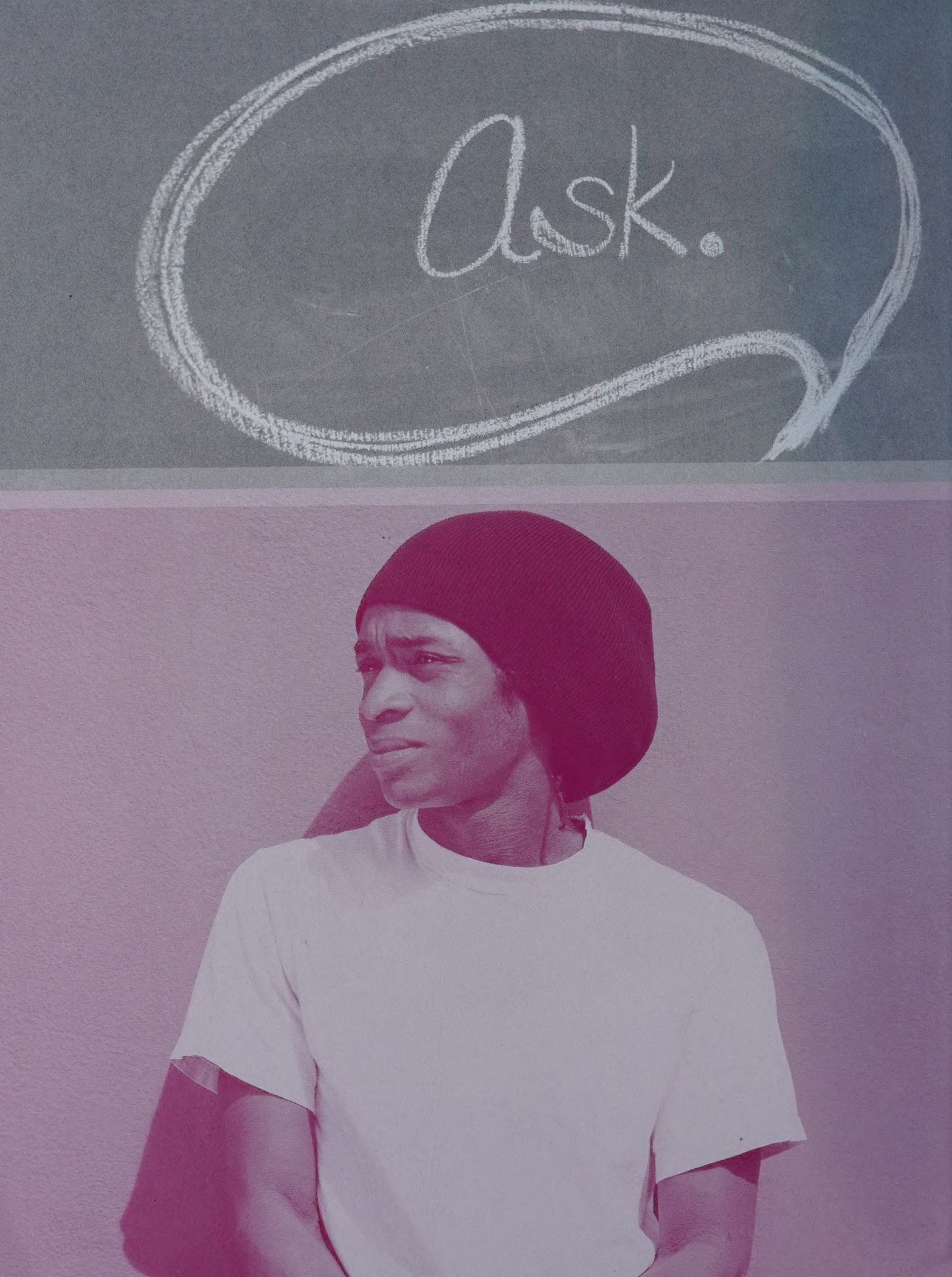
Strategic Communications Highlights

Across the printed materials that foundations provided—newsletters, annual reports, brochures and pamphlets—**Arcus Foundation**, **Astraea Lesbian Foundation for Justice**, **Gill Foundation**, **Horizons Foundation** and **Pride Foundation** (as notable examples) consistently feature a diverse breadth of individuals and families of color, including women, people of various ages, and transgender and gender non-conforming people.

The **Astraea Lesbian Foundation for Justice's** philosophy of racial, economic and gender justice underpins its strategic communications. To produce its deliverables, Astraea prioritizes vendors that are lesbian-led, people of color-led, unionized and/or environmentally friendly. Astraea also forgoes stock photography, relying on high-quality photographs of grantees and donors to showcase their work and to root Astraea's impact in authentic people and successes. To ensure safety, Astraea considers where cultural and geographic sensitivities require that special consideration be taken when discussing the work of grantees, in both the U.S. and other areas of the globe. Often, profiles of grantees are authored in a way that situates them in a historical context, noting the interrelated systemic challenges afflicting diverse communities worldwide. This contextual narrative, Astraea argues, positions grantees as figures addressing the historic, geopolitical injustices designed and carried out by those in power. And to ensure accessibility, Astraea produces resources in languages other than English, where applicable, and cautions against the use of culturally-biased language. For example, in its international fund guidelines, Astraea notes, "We recognize the limitations of Western definitions of trans and same-gender-loving people and support indigenous expressions of these identities such as 'Two Spirit' (Native American), 'Shamakhami' (Bengali), 'Hijra' (Hindi), etc."

A first step is for organizations in the field to ensure that they have their own house in order. It is important for organizations to model racial equity internally if they are to take responsibility for achieving such ends in the wider community.

—The Aspen Institute Roundtable on Community Change, *Structural Racism and Community Building*, 2004.


Ask.

Key Questions for Grantmakers

Total giving by U.S. foundations to LGBTQ people of color organizations and projects increased from $1.2 million to $5.8 million between 2002 and 2006.[22]

Q: What—or who—accounts for this increase? And who has benefited from this giving?

Ten of these 19 foundations did not award any grants to LGBTQ people of color organizations and projects in 2006.

Q: What is the role of an LGBTQ grantmaker in explicitly supporting causes that address the structural racial, economic and gender inequities in our communities? Should this responsibility be evenly shared among funders?

Foundations disagree about the definitions of "racial equity" in the programs they support. Some contend that if a project happens to reach people of color because the organization's clientele is racially and ethnically diverse, it should be deemed "racial equity." Others argue that providing resources to LGBTQ communities of color (regardless of how the project understands structural inequities) fits a "racial equity" framework. And still others posit that the project must analyze and address the structures of racial inequities in order to qualify as "racial equity" or "racial justice."

Q: What is the nature of this disagreement? Who benefits within each approach?

According to 2006 figures, 9% of LGBTQ giving went to projects explicitly addressing communities of color, 2% to groups addressing transgender and gender non-conforming people, and 0.4% to efforts addressing poor and economically disadvantaged people.[23]

Q: What accounts for these small percentages? What happens to the direction of LGBTQ rights in our country?

Some foundations report creating funding guidelines that require grantees to adopt nondiscrimination policies regarding sexual orientation and gender identity, while others work with grantees to strengthen their organizational capacities, improve the leadership of individuals and refine their analysis and programmatic design.

Q: Should foundations similarly encourage an explicit commitment to racial, economic and gender equity in their grantees? What would happen to the direction of LGBTQ rights in our country?

Recent research has found that autonomous LGBTQ people of color organizations in the U.S. tend to be local, operate with little or no staffing and exist without a 501(c)(3) (though many have fiscal sponsors). Notably, these groups report rarely receiving much foundation support.[24] In turn, a number of these report card foundations are reticent about supporting groups without their own 501(c)(3) status (for a variety of reasons stated earlier), and/or function under funding guidelines that confine their grantmaking to national organizations or groups based in a specific geographic area.

Q: What needs to change in order for funding to reach LGBTQ people of color organizations? How much of this change needs to take place within our foundations or within the nature of traditional grantmaking practice?

[22] FLGI, *LGBTQ Grantmaking by U.S. Foundations: Calendar Year 2006.*
[23] Ibid.
[24] FLGI, *Building Communities*, 2008.

Some foundation leaders contend that their funding strategies merely represent the interests of their living or deceased donors, which complicates their personal abilities to shape agendas and address various issues of equity.

Q: How could foundations balance the interests of their donors with those of the public interest? In a society where racial, economic and gender inequities predominate, should all foundations play a role in promoting widespread equity?

Q: How can governing documents codify a commitment to racial, economic and gender equities in a way that enriches their analysis on sexual orientation and gender identity? Do LGBTQ grantmakers become more effective when they integrate a widespread equity lens into their governance?

The demographics of these foundations reveal that the executive directors, board chairs and boards of directions are predominantly—in some foundations, exclusively—white. People of color tend to be relegated to non-management positions and transgender people are nearly absent.

Q: How did this happen? What are the consequences?

A body of empirical and theoretical research has found that an institution's ability to effectively recruit, retain and promote people of color and other underrepresented populations requires deliberate efforts across the institution. Yet many of these foundations lack these broad policies.

Q: If the supportiveness and the intent exists among the leadership of these foundations to address racial, economic and gender inequities (as they report), yet the grant, staff, board, and leadership demographics reveal enormous disparities, what becomes the avenue for diversifying our foundations? What is understood as the value of these various types of policies and practices? Is equity a theory, a matter of the heart, or a deliberate body of practices and policies that reform entire institutions?

As with many nonprofit organizations, these foundations have a limited communications capacity, often informed by small communications budgets, staffing limitations and limited expertise. Yet many of these foundations argue that their communications capacities must improve in order to achieve their many goals and help improve how the public understands the full breadth of our communities.

Q: Regardless of its resources, how could a foundation's strategic communications efforts embody issues of racial, economic and gender equity?

Based on the findings from this report card, Funders for Lesbian and Gay Issues will develop an online, interactive toolkit that draws on best practices from these foundations, as well as the broader fields of philanthropy, racial equity and nonprofit management. We'll also partner with leading thinkers and activists in the field to root our analysis in the wisdom of people on the front lines of racial, economic and gender equity.

Q: If we've asked the questions, and yielded the first set of answers, what are the choices that our foundations could make to begin integrating equity into their overall work?

How could this Q & A—this dialogue—continue?

Questions
Answers
Questions
Answers
Questions
the answers
Answer:

116 East 16th Street, 7th Floor
New York, NY 10003
T 212 475 2930 • F 212 982 3321 • www.lgbtfunders.org/RacialEquity